

City of Greenbelt

Executive Search Services - City Manager

July 21, 2016





To: Greenbelt Mayor and City Council

From: The Novak Consulting Group

Date: July 21, 2016

Subject: City Manager Recruitment

The Novak Consulting Group is pleased to answer the supplemental questions posed by the City of Greenbelt regarding our proposed process and services for the recruitment of a new City Manager.

What types/level of community involvement/public process have you facilitated in the past? Do you have a preferred or recommended approach?

The Novak Consulting Group will tailor the community involvement in the City Manager search to the desires of the Mayor and Council. In developing the profile of the City Manager, we have facilitated public meetings, open forums, focus groups, open houses, conducted individual interviews with a variety of internal and external stakeholders, and administered online surveys. During the interview process itself, we have facilitated a range of activities including candidates' presentations, public receptions, open houses, breakfasts/dinners, meet-and-greets with department directors, invited leaders' receptions, stakeholder interview panels, and tours that included participation by key leaders.

We believe it's important to match the community's values so each process is different. We find that community input early in the process is most helpful. Public participation can limit involvement of some candidates because of concerns about confidentiality. In all our searches, we try to balance the competing interests of community input, openness, and transparency with maintaining that confidentiality.

It is also important to note that expectations for community involvement must be managed. It can be frustrating for community members who might believe they should have greater input or more information in the decision making process. The governing body is the employer and needs to retain the decision to hire the best person. If Greenbelt decides to include public participation in the process, we recommend that it be with the top two or three candidates after a narrowing process.

Greenbelt is looking for a manager who will make a long-term commitment to the community. How does that get communicated? How do you determine that in a candidate?

It will be important for the recruitment profile to reflect the desire of the governing body to have a manager who is willing to make a long-term commitment to the community. We will emphasize that in our discussions with potential applicants, and we will also take it into consideration as we evaluate their previous tenures as well as where they are in their career progression. The vetting of such a commitment would then continue as part of the interview process.

Does your proposal include a guarantee to not recruit the successful candidate for another position? If so, for how long?

The Novak Consulting Group does not ever solicit candidates whom we have placed in previous recruitments.

Does your proposal include working with the Council after a Manager is selected on identifying and listing goals for the Manager's first 6 to 12 months?

Development of the City Manager's 12-month goals is done as part of our initial process in advance of the recruitment and selection. We will begin by speaking with the Mayor and each member of the City Council to recognize the individual expectations of each member of the Council, in addition to learning the shared goals for a new City Manager. We will then facilitate a group discussion to reach consensus on the top priorities for the City Manager's first year.

Please prepare a list of deliverables.

The Novak Consulting Group will provide the following deliverables:

- Recruitment plan, outlining how the position will be advertised; other means to solicit candidates; the schedule; and the tentative interview process
- Summary of feedback from various stakeholder input sessions
- Recruitment brochure (online as well as print version)
- First-year goals
- Candidate Report, outlining qualifications of top seven to 10 candidates, including their application materials, our phone interview notes, and a compilation of our internet and social media search
- Interview books, including applicant materials, phone interview notes, interview schedule, and interview questions, rating sheets
- Reference checks
- Background checks

What is your daily or hourly cost for any extra services over and above the proposal?

Services over and beyond what is included in the proposal are charged at \$175/hour.

Please describe what background check work is included in your proposal.

Background checks will be performed on the top candidates including, but not limited to, education, criminal, financial, media, and civil litigation checks. In addition, we will review published information found in search engines, online publications, and social media. We will also speak with candidates' references to confirm the strength of their credentials. Background checks are an item that are charged back to the City at the actual cost of the ads.

Additional Information

This additional information is provided as a preliminary recruitment outline should The Novak Consulting Group be fortunate to be selected to conduct a City Manager search on behalf of the City of Greenbelt.

Job Posting and Outreach

We recommend that the position be advertised in the following publications and/or websites. This should allow us to recruit from a broad national base of candidates, as well as target qualified candidates in Maryland and surrounding states.

Postings

- International City/County Management Association (ICMA)
- National Forum for Black Public Administrators (NFBPA)
- Diversityjobs.com
- Govtjobs.com
- Engaging Local Government Leaders (ELGL)
- Maryland Municipal League (MML)
- Virginia Municipal League (VML)

The position would also be posted on our website at www.thenovakconsultinggroup.com and the City's staff would be asked to add a link from the City's website to our open positions section so anyone visiting Greenbelt's website would be directed to the right place.

We would also place information on our LinkedIn and Facebook pages to attract applicants. If any additional names are suggested to us, we will follow up directly with those candidates.

A proposed recruitment schedule follows.

Proposed Schedule	
Week of August 29	Meetings with Mayor and Council (Calls with individual members of the governing body in advance of this date) Stakeholder Input
Week of September 6	Provide draft recruitment plan, profile (brochure text), and first year goals for review; final approval by City September 13
September 16-October 20	Post position, place ads, and begin outreach to prospective candidates
October 20	Open until filled, first review of applications
October 20 – November 4	Initial candidate screening by consultant
Week of November 14	Meet with Mayor and Council who will select finalists for interviews
November 21 – December 2	Conduct reference and background checks on finalists
Week of December 5	Interview process
After Interviews	Negotiation with top finalist; approve employment agreement
TBD	New City Manager begins

Confidentiality and Public Information

We will work with City staff to ensure meetings and information are in accordance with public information laws. In order to protect the integrity of the recruitment process and to obtain a better applicant pool, all applicant materials and the list of names will be kept confidential throughout the process until a final applicant has been selected and appointed.

Point of Contact and Communication with Applicants and Prospects

All communication with applicants or potential applicants would be directed to The Novak Consulting Group.



First Year Goals for City of Hudson City Manager

1. Develop strong relationships with the Mayor and City Council, City staff, Hudson school officials, regional economic development leaders, community and business leaders, residents, and others to develop relationships and trust both internally and externally; develop strong working relationships with the Mayor and City Council and department heads; set up communication systems and meeting schedules as appropriate
2. Develop relationships in the community; be available to residents and neighborhood groups as required
3. Maintain outstanding quality city services that are sustainable and contribute to a high quality of life for Hudson residents; continue implementation of capital reinvestment in aging infrastructure; ensure negotiation of five labor agreements in 2014
4. Oversee strong economic development and business retention programs throughout the city; implement Phase II Downtown Development plan and continue redevelopment and revitalization of key business areas within the City
5. Develop a City facility plan that looks at the short and long-term needs and costs for current and future City facilities; determine what City functions should be collocated in a joint facility; recommend a site; determine funding; and develop a schedule for implementation
6. Assist the ad hoc council finance committee in implementing an improved budget process; ensure long-term fiscal sustainability through long-term planning and adherence to conservative budget principles, enhancing revenues, examining expenditures, and assessing the City's organizational structure and staffing
7. Continue implementation of strategic plan; work with Council to develop a clear vision for Hudson's future and update the strategic plan as needed; develop a plan to execute the vision; develop performance metrics and communication plan to report progress
8. Support the mandated reviews of the City Charter and Comprehensive Plan; work with the City Solicitor and City Charter Commission and identify any items to be suggested for change

